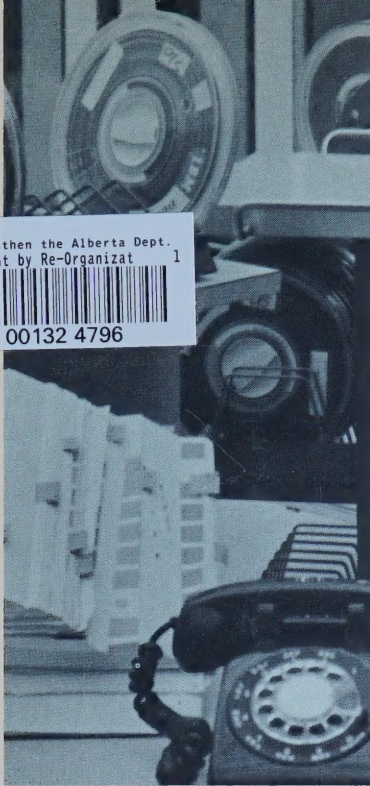


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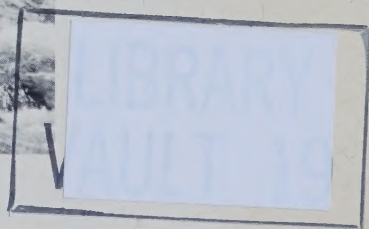
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alberta
department
of the
environment

HON. W. J. YURKO, MINISTER

DR. E. E. BALLANTYNE, DEPUTY MINISTER

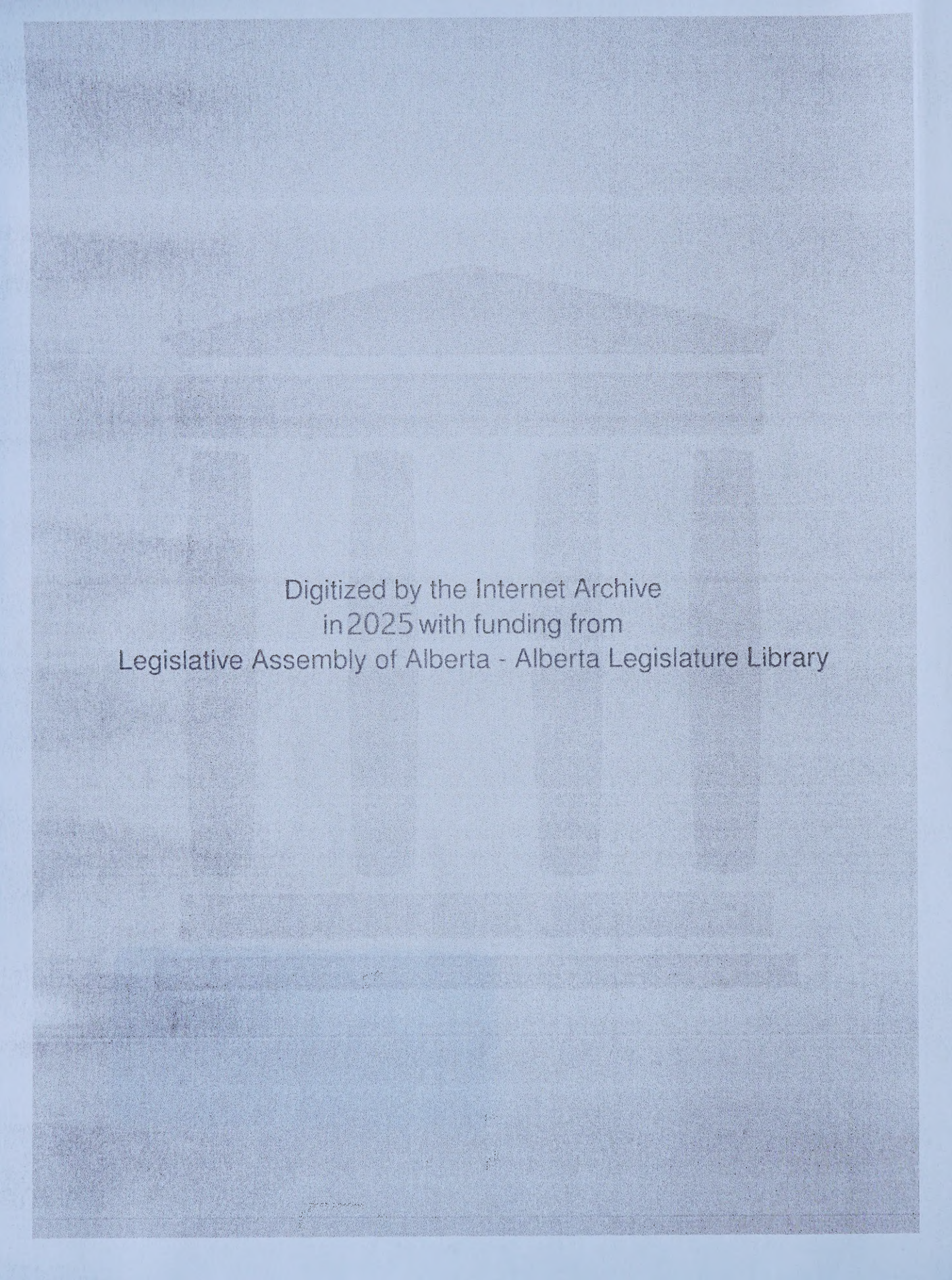


A Request to Strengthen the
ALBERTA DEPARTMENT OF THE
ENVIRONMENT

by Re-organization

July 20/72

Hon. W. J. Yurko



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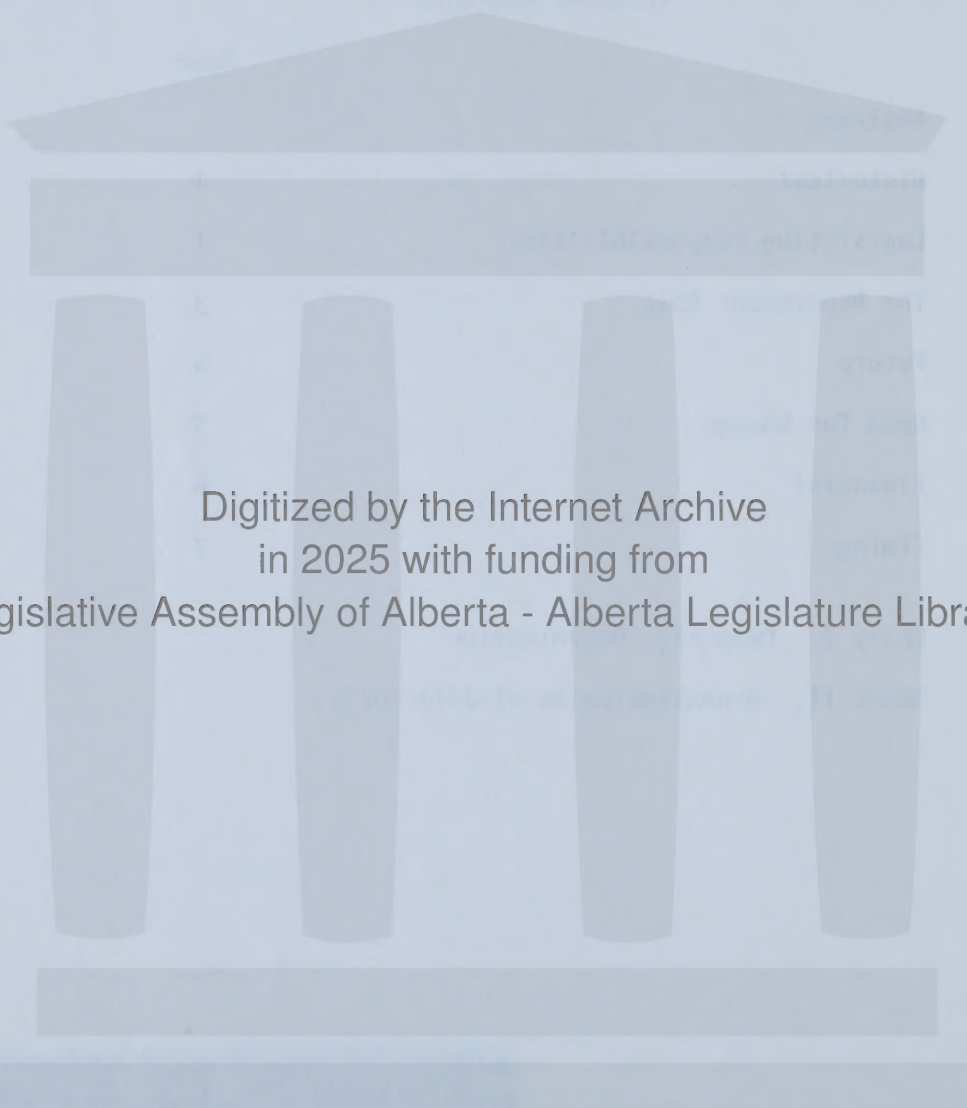
A Request to Strengthen the
ALBERTA DEPARTMENT OF THE
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by Re-organization

July 20/72

Hon. W. J. Yurko

APPROVED BY CABINET
August 22, 1972



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ABSTRACT

The preservation of desirable environmental quality, along with the multi-purpose development of natural resources, presents our society with complex problems requiring urgent attention. Not only are the prospects complex; they also promise new physical, economic and social impacts.

All environmental management programs will be expedited by the application of the skills of many disciplines in both pure and applied sciences, namely - the ecologist, the administrator, the educator, the engineer, the economist, the geologist, the biologist, the agrologist, and others equally important. Co-operation and co-ordination are the essential ingredients.

The Legislature, by legislation, has assigned a co-ordination responsibility for policies, programs and services in environmental matters to the Department of the Environment.

Experience of the first year, an assessment of future demands, and the increasing requests for service by other Departments and the public, indicate that the Department organization should be realigned and strengthened in certain key areas to provide better supportive services, long-term planning, cost-benefit analysis, internal and external co-ordination functions concerning water resources, pollution control, land use, etc.

The concept is not to build up a large staff, but rather to have a well co-ordinated, efficient, multi-disciplined core staff of minimal size, plus the utilization of staff from other Departments as required for enforcement, planning and services.

The organization as outlined on the chart in this brief honors these concepts and principles. Its approval is hereby requested, effective December 1, 1972.

The advantages are:

1. More equalized and efficient service units, namely -
 - (a) Environmental Protection Service
 - (b) Environmental Engineering Support Service
 - (c) Environmental Planning and Research Service
2. Better internal and external co-ordination via #1 above and strengthening the support to the Natural Resources Co-ordinating Council, the Conservation and Utilization Committee, the Provincial Board of Health, etc.

3. Centralization, to avoid duplication, and improved management of -
 - (a) Surveys
 - (b) Draughting
 - (c) Environmental impact and cost-benefit studies in the Planning Division as support to #5 below - eg. pipeline corridors, highways, Restricted Development Areas, etc.
 - (d) General services - duplicating, use of the computer, etc.
4. Permit top management to spend more time on co-ordination, planning and program budgeting.
5. Establishment of a centralized committee composed of the Minister, Deputy, the three Assistant Deputies and the Chairman of the Environment Conservation Authority. This is for a better long-term environmental strategic planning capability to formulate policy with an emphasis on the less costly implementation by prevention.

The Government has made commitments on environmental matters. The Department of the Environment is committed to deliver the goods with an emphasis on prevention.

The costs for 1972-73 are within current appropriations. The annual extra costs thereafter are estimated at approximately \$150,000 with a cost-benefit ratio to the Government's credit.

THE DEPARTMENT OF THE ENVIRONMENT

1. Historical

The Department of the Environment was formed April 1, 1971 by transferring the Water Resources Division of the Department of Agriculture and the Environmental Health Services Division of the Department of Health into the new Department. These were the original core units. To these were added Administrative Services, the Interdepartmental Planning and Relationships Division, the Information Division and a Research Division. The latter is partly operational through the Alberta Environmental Research Trust. The remainder will become operational this fall through a Research Secretariat. The Natural Resources Co-ordinating Council and the Conservation and Utilization Committee, made up of Deputy Ministers and technical staff, respectively, of all natural resource departments, are the main inter-departmental co-ordinating units.

2. Legislative Responsibilities

In keeping with the responsibilities assigned to it, the Department administers the following Acts:

- The Department of the Environment Act
- The Clean Air Act
- The Clean Water Act
- The Alberta Environmental Research Trust Act
- The Groundwater Control Act
- The Water Resources Act
- The Beverage Container Act
- The Agricultural Chemicals Act
- The Surface Reclamation Act
- The Litter Act
- The Land Surface Conservation Act (pending)

The powers and duties of the Minister under Section 8 of The Department of the Environment Act read as follows:

Powers
and duties
of Minister

8. The Minister

- (a) is responsible for the co-ordination of the policies, programs and services of and administrative procedures of, departments of the Government and of government agencies in matters pertaining to the environment;
- (b) may, as the representative of the Government of Alberta, maintain a continuing liaison with the Government of Canada and agencies thereof, the governments of other provinces and territories and agencies thereof, and municipal corporations in Alberta, in relation to matters under the administration of the Minister;
- (c) may, on behalf of the Government of Alberta and with the approval of the Lieutenant Governor in Council, enter into an agreement relating to any matter pertaining to the environment with the Government of Canada, the government of any province or territory of Canada, an agency of any of those governments, any municipal corporation in Alberta, or any other person;
- (d) shall compile, study and assess information directly or indirectly related to matters pertaining to the environment with a view to using the results of such study and assessment for the purpose of better carrying out his functions and responsibilities under this or any other Act and with a view to providing such information, or the results of such study and assessment, to departments of the Government and to government agencies, and to the public by way of publications, films, radio or television broadcasts or otherwise;
- (e) may carry out research projects related to matters pertaining to the environment;
- (f) shall conduct a continuing review of research related to any matter pertaining to the environment being carried out by the Government or government agencies or by others and shall promote the co-ordination of such research and of facilities used for such research;
- (g) may enter into an agreement with any person to carry out a research project related to a matter pertaining to the environment;
- (h) may make grants to any person or organization engaged in research in matters pertaining to the environment or in the promotion or encouragement of the improvement of the environment in Alberta or the prevention of the pollution, deterioration or impairment of the environment in Alberta;
- (i) may, generally, do such acts as he considers necessary to promote the improvement of the environment for the benefit of the people of Alberta and future generations.

- (j) may conduct economic analyses to determine the benefits and costs of proposed major alterations of the environment, resource use fees, pollution control levies, insurance against major pollution catastrophies, and methods of financing major resource development and pollution control projects;
- (k) may examine and investigate methods of raising funds for major public installations or programs directly associated with the regulation and control of air and water pollution, watershed management, surface reclamation and environmental protection and improvement;
- (l) shall from time to time as he considers necessary prepare a long range plan for government consideration in matters pertaining to the environment which may include a statement of objectives, major factors affecting the environment in relationship to stated goals and action to be taken to achieve stated goals.

3. The Department Role

The role of the Alberta Department of the Environment, within the context of total function of Government, is to promote a balance between resource management, environmental protection and the quality of life. This role will be achieved through interdepartmental Government planning of policies, programs and services. These will generally be initiated and co-ordinated by the Department of the Environment in co-operation with other departments and agencies of the Alberta Government, other governments and non-governmental organizations including industry and the private sector.

In essence, the role of Government is to emphasize prevention rather than treatment on the basis that this principle is logical, practical and more economical. With environmental matters, this means that the Government needs more co-ordination, more comprehensive input and more long-term planning. Thus, the people of Alberta can be better assured of the development of the province's resources to enable a good quality of life in 5, 50 or 500 years from now.

4. Future

Alberta is on the threshold of diversified and increased industrial development. New employment opportunities and resource development will mean a continuation of the rising standard of living. The pressure for more public amenities, particularly recreation facilities, will intensify with further increases in leisure time and our rapidly changing value system. Along with these trends, it is becoming widely recognized that there is a finite limit to available land, lakes, forests, indeed to all our environmental elements. Without adequate planning these changes could lead to confusion arising over multi-purpose use of our natural resources. We are fortunate in Alberta that owing to the relative youthfulness of the province, these problems are only beginning to be felt.

The direct workload facing the Department and the supportive workload for other Departments, etc. is very heavy and complex concerning the above environmental matters.

The following is a partial list, minus details:

1. Gas extraction plant reviews
2. Environmental impact studies
3. Pipeline corridors
4. Cost-benefit analyses
5. Litter control, etc.
6. Air and water quality protection
7. Noise and odor control measures
8. Land use - eg. sub-divisions, strip mines, green belts, etc.
9. Sewerage facilities program
10. Lake stabilization
11. Lake biological management
12. River basin management (inter- and extra-provincial)
13. Flood control
14. Multi-purpose use of water
15. Waste disposal

16. Surface reclamation
17. Land assembly
18. Energy resource development
19. Research
20. Environmental information material
21. Tar sands
22. etc., etc.

5. Need for Change

When the Department was being developed, it was recognized that deficiencies would become evident as the needs and responsibilities became more clearly defined through experience. Action has been taken on several of these already. For example, last fall the Cabinet approved the establishment of the Standards and Approvals Division to separate that function from enforcement (see Chart II). Then program budgeting for 1972-73 permitted the strengthening of the enforcement function of pollution control, plus the scientific capability of mobile units and the laboratory. The transfer of the Surface Reclamation Council to the Department partly covered another deficiency.

The main deficiency of the Department that exists now and for the foreseeable future is in the field of providing a more co-ordinated service to the public, to other Departments, other governments and agencies and to industries, with an emphasis being placed on environmental management through long-term planning. In the past few months, there has been a great increase in requests for service and co-ordination from other Departments, other governments, developers, industry, etc.

Therefore, to

- (1) rectify the above-noted deficiencies;
- (2) provide for better long-term environmental planning;
- (3) allow completion of the research unit; etc.

a more businesslike and scientific departmental organization, as depicted in Chart 1, is proposed and recommended. It is anticipated that its adoption will, in addition to the above improvements, permit top management to spend more time on:

- (a) internal co-ordination
- (b) interdepartmental co-operation;
- (c) program budgeting; and
- (d) policy, legislation, and strategic planning.

The proposed re-organization is a realignment of workloads into more functional and equitable units, rather than staff expansion.

The organization and respective duties of the three Services of three Divisions each is outlined on Chart 1. No doubt some minor changes will be required. These can be done by each Assistant Deputy within his services as working experience dictates.

6. Financial

The financial requirements are minimal.

Reclassification of 8 positions and the filling of 4 vacant positions, all within the 1972-73 budget, can make this operational on or about December 1, 1972. The completion of the Research Secretariat and the Planning Division by the addition of 2 and 3 positions, respectively, has already been entered in the 1973-74 estimates.

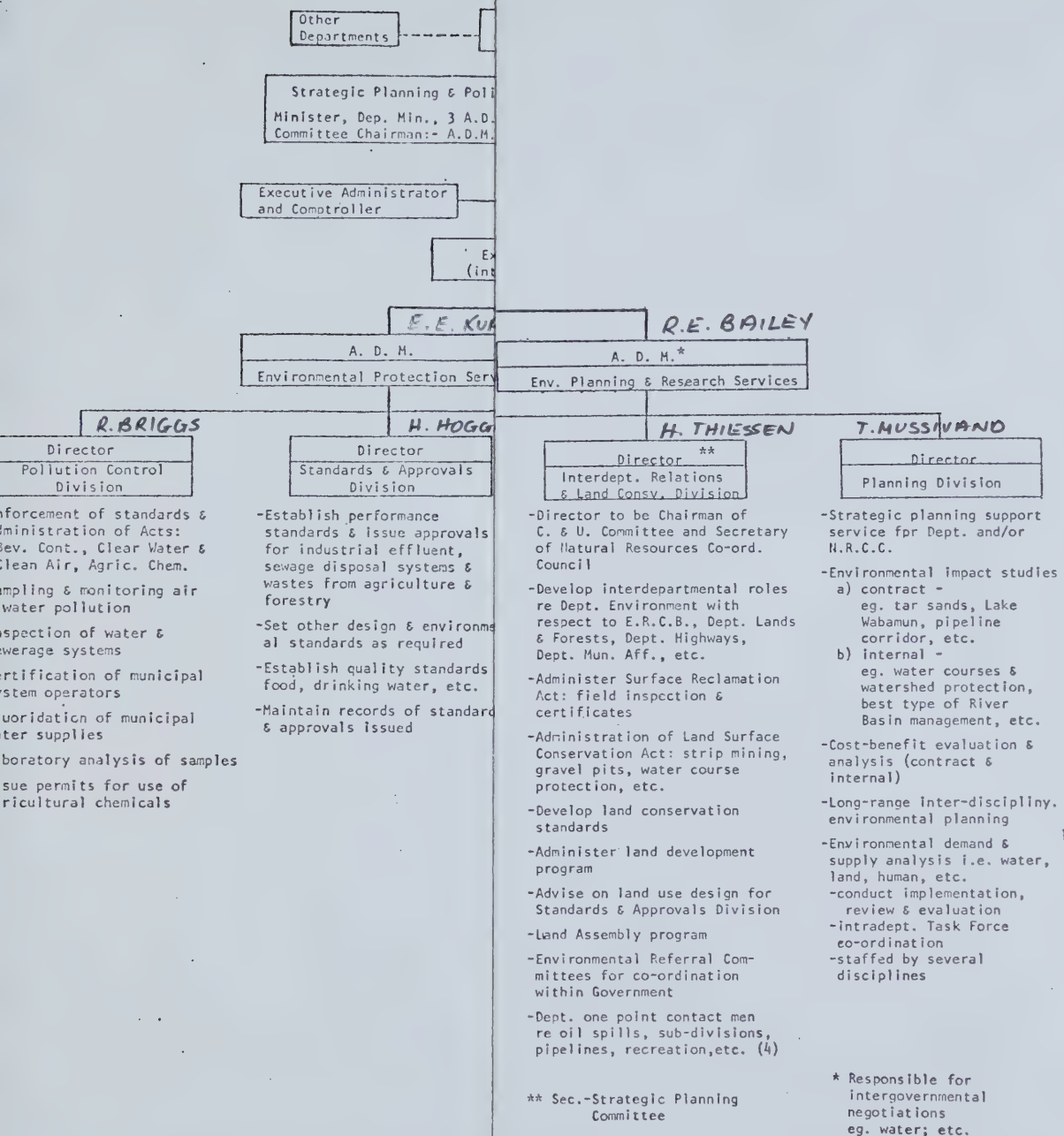
Estimates are that these reclassifications would cost approximately \$34,300 more in the salary code from December 1, 1972 to March 31, 1973. This money is available due to the delays in activating the Research Secretariat and other positions.

Estimates are that the net extra (caused by re-organization) in the salary code for the 1973-74 fiscal year would be approximately \$150,000.00.

7. Timing

It is proposed that the new organization should become effective December 1, 1972 with full staffing in the 1973-74 fiscal year.

September 15, 1972



Note: Regional Offices

- will be co-ordinated Department of the Environment Regional Offices
- management details to be worked out as several Divisions Involved

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